

TALENT HUB GUIDEBOOK

A Guide to Practitioners on Talent Retention
of Third Country Nationals in the EU

May 2024



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CHAPTER IV



GOOD PRACTICES AND INSPIRATION



I. Good Practices and Inspiration

This section of the Guidebook presents a non-exhaustive list of examples of good practices and inspiration on talent retention and management collected by IOM during the research under the auspices of the Talent Hub Project. The examples have been included for inspiration, while noting that the direct relevance of the indicated practices depends on national and personal context of the user of the Guidebook. Examples are included from Denmark, Germany, and other EU countries to serve as an inspiration to and replication by talent management stakeholders within the same country but also between countries. A Danish stakeholder may depend on own role and capacity seek inspiration from Danish as well as international practices, and vice versa.

IV.1. Coordination, support and structures

- ✔ The [Talent Boost](#) programme of [Finland](#) provides a national framework, structure, and cooperation model for attraction and retention of international talent in Finland. It is headed by a steering group that reports to relevant ministries, with activities being implemented around the country and involving also other branches of government when necessary. This can be considered a good example of national talent coordination mechanisms and activities scalable and replicable also on local level to assure coherence in a whole-of-government approach. [Finland](#) has also formulated the [Future of Migration 2020 Strategy](#) (2013), aiming to pave the way for an active and forward-looking migration policy for the country, considering inter alia increasing mobility and diversity as well as the European perspective.
- ✔ The Confederation of Danish Industry (DI) in [Denmark](#) leads the initiative [Best Practices Network](#) where Danish municipalities meet at regular intervals on- and offline to share and discuss experiences and inspiration on talent attraction and retention/inclusion. It is free and voluntary for municipalities to join the network. DI has also published a list of [10 good practices](#) from Danish municipalities.
- ✔ In what can be considered acknowledgement of the commonalities between integration, inclusion and retention, the Danish [Kolding](#) Municipality has established a dedicated department to focus the municipality's efforts on [international recruitment and integration](#) of newcomers including migrant workers. The establishment of the department is accompanied by a strategy covering topics such as international students, foreign labour, and integration.
- ✔ The city of [Lyngby](#) in Denmark has developed forward-looking and talent-oriented strategies with the aim of becoming an attractive destination for both international and local talents. The [2020-2025](#) talent strategy was developed by [Science City Lyngby](#), and is complemented Lyngby-Taarbæk Municipality's 5-year local strategy, [2022-2027 Recruitment, Retention and Educational Strategy](#), which attempts to strategize recruitment and retention efforts of international labour to Denmark.
- ✔ The [Danish union IDA](#), the Danish Society of Engineers, has as one of the few unions formulated a [policy for the attraction and retention of international labour](#), including international students.
- ✔ The [Government of Ireland](#) has developed its first international strategy on talent and innovation encompassing tertiary education. The new talent and innovation strategy, titled [Global Citizens 2030 Talent and Innovation Strategy](#) builds on Ireland's achievements over the past decade within the field of education, research, innovation and science. The nationally initiated Talent Strategy is built on six core pillars, which sets forth the key priority areas for the government. One key area presented in the strategy is [talent retention of graduates and international employees](#). While the document sets forth the strategic priorities it also presents an implementable Work Programme with concrete steps to take to realize the goals and objectives set forth in the Talent Strategy.
- ✔ The coordination structure in [Portugal](#) is represented mainly by a two-levelled structure; national and local bodies, indicating the absence of a regional body. The two-levelled coordination flow could hence be said to represent a

more 'direct' interaction, giving incentive to ask if such structure could potentially help to reduce the risk of generating more bureaucratic procedures.

IV.2. Collection of information and data

- ✓ The various [Danish Expat studies](#) – the latest one published in [2020](#) – have served to provide data on the profiles of talent and their families, including reasons that would make talents (expats) stay or leave the country again. The studies provide data relevant for policy development and action.
- ✓ The [European Migration Network](#) (EMN) is an EU network of migration and asylum experts working together to provide objective, comparable policy-relevant information and knowledge on emerging issues relating to asylum and migration in Europe. EMN produces also report and information relating to labour migration and integration. However, Denmark does not partake in the EMN due to the Danish opt-outs and EMN products therefore rarely focus on Denmark.
- ✓ [Germany](#) has launched various surveys and research projects to gain more insight into the situation of talent spouses, the reasons for coming to Germany or for leaving. An [emigration study](#) from 2022 surveyed around 1,900 migrant workers via social media channels. Identifying and understanding emigration patterns among international talents may provide insights into retention factors and serve to inform targeted measures.

IV.3. Access to information and services

- ✓ Ensuring that international talents and their families can easily access essential information is crucial for their integration and well-being in Germany. The "[Make it in Germany](#)" initiative exemplifies an effective approach by serving as a [comprehensive portal](#) for guidance on living, working, and navigating Germany's bureaucratic processes on employment pathways/visa schemes.
- ✓ [Handbook Germany](#) offers information in nine different languages on topics related to immigration to Germany, language, rights and law, family, work, and health, among others. [Together in Germany](#) - part of Handbook Germany - is a community platform that provides a digital space for newcomers in Germany to seek support and exchange with others. The mobile application "[Ankommen](#)" is a joint project by the Goethe Institute, the Federal Office for Migration and Refugees and the Federal Employment Agency.
- ✓ Other countries with apps targeting talent and other third-country nationals are as for example Canada with the app [O Canada](#) as well as France with [refugiés.info](#). While these apps aim at a broader group of TNCs, including refugees, they can still be seen as ways to provide information to foreign nationals in electronically accessible and user-friendly ways.
- ✓ Good experiences exist with both online and offline one-stop shops allowing talent and other migrant workers to access multiple services in one place. One such example from [Denmark](#) is the [International House Copenhagen](#) matched by similar [International Citizen Services Centres](#) in Aalborg, Aarhus, Esbjerg, Odense and Sønderborg.
- ✓ Germany has established [Welcome Centres](#) in various regions, offering comprehensive support and guidance to newcomers and their families. These centres support with residency permits, language courses, job placement, and cultural integration, thereby enhancing the overall experience of individuals relocating to Germany.
- ✓ The specialised counselling centre [Faire Integration](#) offers in-person counselling on employment law and social legislation at various locations throughout Germany.

IV.4. Language training and learning

- ✓ The **Goethe Institute** in **Germany** offers [pre-integration courses](#) and free online offers as well as support during initial onboarding phase to bridge the time between arrival and the start of integration measures, in the country of origin (CoO). The institute offers migrants the possibility to prepare for a day-to-day life and workplace in Germany while still living in the CoO.
- ✓ **Finland's** focus on [e-learning tools](#) for Finnish deserve mention. The Finnish system for [news in simple Finnish](#) and texted Finnish news through the [Yle Language School](#) allow for more flexible ways of learning. The flexibility may become important to better accommodate the language needs of newcomers to a new setting. Further to this, international students who come to Finland for the purpose of studying are offered the chance to study Finnish during their studies.
- ✓ **Finland** also focusses on [boosting Finnish language learning to nurses from abroad](#), including pre-arrival language training.
- ✓ The International House in Helsinki (IHH), **Finland** provide online [pre-arrival support](#), which targets all newcomers to Helsinki. Prior to arrival, the International House in Helsinki provides pre-arrival services, which includes orientation about life, work and family life in Finland and practical information regarding the arrival to Helsinki. As a part of the orientation, IHH provides regular [Newcomer Information Sessions](#) which covers topics such as how to prepare the move, housing, local healthcare system to mention a few.
- ✓ The [Integration Foundation and Estonian Language Houses](#) are the main language providers in **Estonia**. They jointly offer various and flexible modalities of language learning modules either online, on-site, and self-pace study programmes. Estonia adopts a tailored approach to accommodate language needs based on the type of migrant group (refugees, third-country nationals etc.). All language courses are available on [one common platform](#). In addition to the language modules, the platform also provides practical information about living, staying, and working, and legal rights. The platform therefore links the language learning content with integration (living, staying, working), and refer to other relevant links and websites. Having all information collected in one place can make the 'customer journey' easier for the newly arrived person.
- ✓ **Hungary's** focus on language learning for [healthcare professionals](#) through the [InterLanguage Teaching Centre](#), has been designed to equip health professionals from abroad prior to their arrival to **Sweden**. The Interlanguage Teaching Centre is based in Hungary, but their specialist in language is Swedish. The language trainings are offered also to family members of the healthcare professionals, with basic knowledge that can help with the everyday life.
- ✓ **Germany's** federal government offers [vocational language courses](#) that build on the basic language courses (integration courses) and are available throughout Germany. The German language training programme for professional purposes consists of basic and special modules. Basic courses focus on language skills for all professions using general work-related content. Special courses cover profession-specific language including medical and health care professions and technical professions.

IV.5. Well-being and family support

- ✓ In **Germany**, the Federal programme "[Integration course with Child](#)" was an integration course for accompanying spouses and partners with children. Parents with children who were not yet of school age could attend the integration course, even if they did not yet have access to day-care. The programme ran until the end of 2023 and promoted the provision of child supervision by course providers to accompany integration courses. The new European Social Fund (ESF) Plus programme "[Integration Course with Child Plus: Perspectives through Qualification](#)" builds on this experience. It is funded by the ESF and the Federal Government (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth in cooperation with the Federal Ministry of the Interior) and runs from 1 January

2024 to 31 December 2026. and the Federal Government (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth in cooperation with the Federal Ministry of the Interior) and runs from 1 January 2024 to 31 December 2026.

- ✓ The [city of Lyngby-Taarbæk](#) in [Denmark](#) in its talent related strategies for 2020-2025 and 2022-2027 (see above under X.I) also focus on the establishment of collaboration spaces and social hotspots to [build networks](#).
- ✓ Different from Denmark, where foreigners may buy housing only on certain conditions or with special permission, [Germany](#) has no restrictions on foreign citizens buying property.
- ✓ The [Danish Municipality of Vejle](#) website has a section in English, "[Welcome to Vejle](#)" that also provides information on [leisure time activities](#). Also, [Ringkøbing-Skjern Municipality](#) in West Denmark provides information in English and [German](#) as well as social networking events, Facebook groups for internationals in the area, welcome ambassadors, and others.
- ✓ Several Danish municipalities have [settlement consultants/relocation guides](#) ("bosætningskonsulenter") that, insofar as they focus also on international newcomers to the municipality and not only national, function as an individual contact point to the talent and may assist with a variety of issues related to settling in the municipality (work, life, activities), including referral of partners/spouses to relevant enterprises or networks. For example, in Jutland some municipalities have formed a network of settlement consultant/relocation guides in the Triangle Area to cater for the needs of newly arrived people to the area ([Trekantområdet](#)).
- ✓ [International Community Aarhus \(Business Aarhus\)](#) in [Denmark](#) provides services for international employees in Denmark, accompanying family members and international graduates in form of practical information about settling into the society. They provide professional and social networking to contribute to onboarding initiatives.
- ✓ Every year, [Copenhagen Municipality](#) in support of housing, job and social life hosts the [International Citizen Days](#) attracting up to 5,000 people over the course of two days. The International Citizen Days event is organised in cooperation with the private and public sector, companies, and other stakeholders.

IV.6. Professional development and opportunities

- ✓ [Germany](#) has established [recognition centres](#) throughout the country to assist individuals in the recognition process. These centres provide guidance, information, and support to applicants and help them navigate the complex requirements and procedures.
- ✓ [Germany](#) is also focusing on [digitization](#) to streamline and accelerate the recognition process. "[Anerkennung in Deutschland](#)" is the Federal Government's central online information portal for the recognition of foreign professional qualifications in Germany. On behalf of the Federal Ministry of Education and Research (BMBWF), *Anerkennung in Deutschland* supports the implementation of legal regulations on recognition at federal and state level. The [Recognition Finder](#) has been introduced to simplify the submission of documents and facilitate communication between applicants and recognition authorities.
- ✓ [ProRecognition](#) is a German project for [recognition counselling abroad](#). It is coordinated by DIHK Service GmbH in close cooperation with the Association of German Chambers of Industry and Commerce (DIHK). The ProRecognition counselling centres are located at the Chambers of Commerce Abroad and Delegations of German Business (AHK) in the following countries: Algeria, Egypt, Bosnia, and Herzegovina (Western Balkans), Brazil, India, Iran, Italy, Colombia, Poland, and Vietnam.
- ✓ [Finland](#) provides international students with the possibility to receive a two-year [post study residence permit](#) after graduation that can also be used flexibly within the first five years after graduation. It is possible to apply for permanent residency after four years, with [time spent studying in Finland counting towards these four years](#).
- ✓ To retain foreign talent, [Southern University of Denmark \(SDU\)](#) together with Sønderborg Municipality and 12 companies in the Southern Denmark region guarantee a local job offer for engineers in extension of the university studies (['jobgarantiordning'](#)).
- ✓ As part of its support to talents and their spouses, International House Copenhagen offers the [Copenhagen Career programme](#) for accompanying spouses in the Greater Copenhagen area.

- ✔ **Work-Live-Stay Denmark** has under the project [Future Talent Denmark](#) in South Denmark worked to match international students with small and medium-sized enterprises (SMEs) to help students gain a foothold on the Danish labour market and prepare SMEs for internationalization.

IV.7. Digital ecosystem and bureaucracy

- ✔ [Denmark's Fast-Track Scheme](#) has been mentioned to IOM by various stakeholders as a good, non-bureaucratic Danish practice worthy of replication. The Fast-Track Scheme provides a shortened procedure for the hiring process to Fast-Track approved businesses according to preset criteria.
- ✔ The [Participation Digital initiative](#) focuses on enhancing citizen engagement through digital platforms, fostering transparent and accessible communication channels between the government and the public.
- ✔ As an example of an interactive digital tool, the [Consular Services Portal and Visa Navigator](#) provided by diplo.de offer comprehensive resources and guidance for individuals seeking visa and consular services, simplifying bureaucratic processes, and improving accessibility for international applicants.
The [Nordic Council of Ministers border database](#) provides an overview of known border obstacles when moving between countries in the Nordic region. While the database does not focus particularly on third country nationals, it is an example of regional coordination/information sharing meant to facilitate movement between neighbouring countries.

IV.8. Residency and branding

- ✔ The work of [Copenhagen Capacity](#) in **branding** Copenhagen and Denmark as career destinations has [received international recognition](#) and speaks to the value of establishing both national and international brands for attraction of talent.
- ✔ Migrant workers who have worked and lived in **Germany** for at least three years (as 'Skilled Workers' according to the German Residence Act) may apply for a permanent residence title under certain conditions. Settlement permits can be issued under simplified conditions for EU Blue Card Holders and highly skilled workers, among others. Highly skilled workers may receive a settlement permit immediately.
- ✔ Accessible and transparent regulations for acquisition of [permanent residence and citizenship](#) in **Portugal** are believed to be an important component of the country's attractiveness also to TCN talent.

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